

CONFIDENTIAL

INTELLIGENCE PRODUCTION COURSE  
#2-74

18 March - 3 May 1974

Chamber of Commerce Building

Functional Training Division  
Office of Training

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COURSE OBJECTIVES

1. To help the young professional become more knowledgeable about all facets of the production of finished intelligence: requirements; sources of intelligence information; processing and storage of intelligence information; analysis, interpretation, and presentation of the finished product.
2. To explain the role of CIA in the intelligence production cycle and the relationships of the Agency with other components of the intelligence community.
3. To afford opportunity for orientation to several new methodologies in the analysis of intelligence information, including the use of the computer.
4. To help the student understand the role and significance of foreign intelligence support to national security decision-making at the Federal level.

COURSE METHODS

1. Presentations provided by intelligence specialists from the CIA as well as selected representatives from several other agencies in the intelligence community.
2. Discussions held with intelligence analysts from production offices of the CIA and other members in the intelligence community.
3. Participation in practical analytical exercises including interviewing for sources of intelligence information.
4. Tour of selected facilities within the intelligence community.

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25X1A

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COURSE UNITS  
IPC #2-74

Unit I

U.S. Intelligence Objectives and Intelligence Support for  
National Security Decision-Making

One half-week is devoted to an identification of U.S. intelligence objectives; the responsibilities of the CIA in general and the DCI in particular; and the interrelationships of the Agency with other elements of the U.S. Government concerned with foreign intelligence.

Unit II

The Intelligence Cycle: Collection and Processing Phase

Approximately three weeks will be devoted to the first two phases of the intelligence effort--the collection of intelligence information from overt and clandestine sources (human and technical) and the processing of collected information.

In this unit class officers conduct an in-depth survey of the collection and processing activities within the intelligence community. Included in this unit are demonstrations of intelligence data handling activities, visits to repositories, seminars, interviewing for sources of information, and involvement in practical exercises.

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Unit III

The Intelligence Cycle: Analysis, Interpretation, and Presentation Phases

About three and a half weeks are spent on the analysis, interpretation, and presentation phases of intelligence production. The focus is on the analyst producing finished intelligence in the Directorates of Intelligence and Science and Technology in the Agency and in the analysis components of the Departments of State and Defense. Through presentations by key analysts, directed readings, selected visits, discussions, and practical exercises, the officers in the class receive first-hand insight on tasking, selection of research methodologies, analytical techniques, methods of interpretation, and presentation formats. Official visits acquaint the class with activities of the intelligence community directed towards satisfying requirements for finished intelligence for purposes of national security--principally at the Washington level.

Unit IV

The Consumer of U.S. Foreign Intelligence

For one-half week the class receives a series of presentations which identify and discuss the policy-level consumers of foreign intelligence, the relationships between the policy entities and the intelligence support entities, together with evaluations of the effectiveness of finished intelligence.

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INTRODUCTION

FIRST WEEK

Monday, 18 March

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0900-1020

- Course Introduction
- Administrative Affairs
  - Security
  - Class Officers' Profiles and Interest Inventory
  - Presentations and Introductions

Course Chairman  
Functional Training  
Division, OTR

THE U.S. NATIONAL SECURITY SYSTEM

1035-1200

Directed Reading and Study

STAFF

- Texts:
  - Fundamentals of Intelligence;
  - Intelligence Alerting Functions;
  - Intelligence and National Security;
  - Bibliography of Intelligence Literature.
- Intelligence Objectives and Programs
- Other Selected Readings on the U.S. National Security System and Intelligence Support

1200-1300

LUNCH

25X1A

1300-1420

The Career of an Intelligence Analyst in CIA

Former Agency Officer

1430-1600

Discussion: The National Security System

25X1A

*The participants at the policy and intelligence levels, their needs and responsibilities, relationships with each other, and the outlook for the U.S. foreign intelligence system.*

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Tuesday, 19 March

0900-1020

The Nature and Scope of the  
Intelligence Community

25X1A

*A discussion of the functioning of the U.S. Intelligence Community, the variety of its analytical environments, and the specific roles of its principal members in intelligence collection and production activities.*

1035-1200

Information Requirements and  
Collection Guidance

25X1A

*[redacted] discusses collection guidance throughout the intelligence community from the vantage point of the IRS, and the all-source information requirements system within the Agency--its capabilities and limitations.*

25X1A Deputy Chief,  
Information Requirements Staff, Directorate  
of Intelligence

1200-1300

LUNCH

25X1A

1300-1600

Discussion of Intelligence  
Objectives and Productivity

25X1A

*[redacted] reviews various aspects of guidance and direction for intelligence collection and production; the Key Intelligence Questions for 1974 and the KEP. The speaker addresses the nature and scope of intelligence productivity in the U.S. community and offers criteria for evaluating its effectiveness.*

Special Assistant to the  
Deputy to the DCI for the  
Intelligence Community

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THE DIRECTORATE OF OPERATIONS

Wednesday, 20 March

0900-1020 Clandestine Sources of  
Information

25X1A

25X1A [REDACTED] using operations  
against Communist parties as an  
example, examines the Agency's  
clandestine collection efforts.

1035-1200 Target for Collection: The  
Soviet Union

25X1A

[REDACTED]  
Soviet Bloc Division/DO

*The speaker describes the  
special challenges for clandestine  
collection efforts against the  
USSR because of the nature of its  
leadership and society.*

25X1A

1200-1300 LUNCH

1300-1420

[REDACTED]  
*clandestine collections and  
describes the unique problems  
associated with such activity.*

1430-1600 Collection and Reporting from  
Liaison Sources

TBA

*Intelligence information from  
non-U.S. intelligence services  
constitutes a significant input  
to the U.S. system. The nature  
and scope of this effort is  
described by an experienced  
officer who has dealt with the  
problem for many years.*



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Thursday, 21 March

25X1A

0830-1000	The Environment of Intelligence Collection and Analysis	 Member, IC Staff, DCI
	<i>The environment of analysis and sources of information for U.S. foreign intelligence.</i>	
	<u>VISIT TO DIS (Anacostia, Bldg. T-5)</u>	
1030-1200	The Defense Attache System; Tour of the Attache Department	<u>Cmdr. Timothy O'Keefe</u> Attache Department, Defense Intelligence School
1200-1230	LUNCH (Bldg. T-5)	
1230-1300	Briefings on the Activities of the Career Intelligence Department (DIA/DIS)	<u>Col. Raymond Goelz</u> Director, Career Intelligence Department, DIS
	<i>An explanation of goals and programs designed for intelligence officers in DOD agencies and commands.</i>	
1300-1430	Graduate Elective Seminar	<u>Capt. Lucas</u> USAF, DIS Coordinator
	<i>Intelligence problems in the 1970's (Arms Control)</i>	25X1A 
1440-1530	Special Briefing on Intelligence in Support of Military Decision-Making	
	<i>JCS Case Study.</i>	
1530	Depart Anacostia for the Chamber of Commerce Building	

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Friday, 22 March

25X1A

0900-1015 Readings and Discussion

*An orientation to the collection and analysis activities of the State Department; the relationships between policy and intelligence support.*

  
Intelligence Institute  
OTR

VISIT TO STATE DEPARTMENT

1045-1100 Overall Responsibilities of the Bureau of Intelligence and Research

James R. Gardner  
Assistant to the Deputy Director for Coordination, Bureau of Intelligence and Research

1100-1200 Embassy Reporting

Edward S. Walker, Jr.  
Office of Israel and Arab/Israeli Affairs

1200-1330 Luncheon with Mr. William McAfee, Deputy Director for Coordination

1330-1420 Research Activities in INR

Curtis F. Jones  
Director of Research and Analysis for the Near East and South Asia

1430-1515 External Research Activities

William J. Trainor  
Deputy Director for Research Coordination

1515-1545 Tour of Operations Center of the Secretariat

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SECOND WEEK

Monday, 25 March

0900-1000      Intelligence Sources Survey  
(First Period)

- Arranging for clearances
- Making initial contacts

*Officers of the class interview as many intelligence officers and analysts that they can find in CIA and the Intelligence Community who are working in the same area or subject as they are. The purpose of the interviews is to find out from other analysts what are the most useful sources of information on the selected subject or area of specialization.*

VISIT TO ARMY SECURITY AGENCY  
(Leave C of C Bldg. by 1000)

1030-1200      Army Security Agency Briefing  
(Arlington Hall Station)

*A command briefing "ASA Today" gives an up-to-date picture of SIGINT activity of the U.S. Army and it's relationship to the national effort.*

1200-1300      LUNCH

1300-1600      Intelligence Sources Survey  
(Second Period)

- Preparing for interviews
- Conducting interviews within the Agency

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METHODOLOGIES FOR INTELLIGENCE ANALYSIS

Tuesday, March 26

0900-0915

Introduction to "Methodologies  
for Analysis"

25X1A

*Course Chairman discusses  
the role of this bloc in the  
course.*

0915-0930

Introduction

25X1A

*An overview of the IST  
program.*

C/ISTP/OTR

0930-1200

Introduction to Computer Systems

25X1A

*The structure of Batch and  
Interactive Computer Systems and  
a Tutorial Session on the terminals.*

ISTP/OTR

1200-1300

LUNCH

25X1A

1300-1600

Information Storage and Retrieval

*To develop an understanding  
of the importance of search  
strategies and their impact on  
retrieval operations.*

ISTP/OTR

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Wednesday, March 27

0900-1200 Information Storage and  
Retrieval (Contd.)

25X1A  
[REDACTED]

*To develop an understanding  
of the causes of semantic and  
syntactic distortions.*

1200-1300 LUNCH

25X1A  
[REDACTED]

1300-1600 Information Storage and  
Retrieval Systems

ISTP/OTR

*To discuss the use of proper  
measures of performance in  
evaluating Information Storage  
and Retrieval Systems.*

Thursday, March 28

0900-1200 Communication and the  
Analytic Process

25X1A  
[REDACTED]

ISTP/OTR

*To present applications  
demonstrating the use of Logic and  
Set Theory in the analysis of  
intelligence.*

1200-1300 LUNCH

25X1A  
[REDACTED]

1300-1600 Queues

ISTP/OTR

*To demonstrate the concepts  
and use of queueing analysis.*

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Friday, March 29

0900-1200

[REDACTED] (Mini)

*To conduct a*  
*Exercise.*

[REDACTED]

1200-1300

LUNCH

1300-1600

Panel on Information Science  
and Intelligence

[REDACTED]  
(Chairman)

[REDACTED]

25X1A

25X1A

25X1A

25X1A

25X1A

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THIRD WEEK

Monday, April 1

25X1A

0900-1200 New Methodologies

*A seminar on proposed or currently-in-use methodologies for intelligence analysis problems.*

1200-1300 LUNCH

25X1A

1300-1530 The Challenge of Change to the Intelligence Analyst

*The implications for intelligence collection activities.*

Tuesday, April 2 and Wednesday, April 3

0900-1545 (each day) VISIT TO THE NATIONAL SECURITY AGENCY

*This two day program at Fort Meade orients the class to the essentials of the SIGINT and COMSEC responsibilities of NSA. Among the presentations are visits to DEFSMAC and NSOC, briefing by specialists on SIGINT collection, traffic analysis, applications of cryptography, and analyst-to-analyst discussions.*

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25X1A

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Wednesday, April 10

0900-1020 Sources Survey  
(Fifth Period)

*Completion of interviewing of  
sources and preparation of reports.*

1035-1530 Individual Reports on Sources  
Survey

*Oral reports on sources survey  
includes partial videotaping of  
presentations for practice in  
briefing techniques.*

1500-1600 Advanced Reading Kits: Guidance  
on Unit III 25

*Distribute unclassified portions  
for outside reading.*

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Thursday, April 11

0830-0930 Readings on Technical Intelligence Collection

*Assigned articles on selected topics of scientific and technical intelligence collection, processing, and analysis.*

0930-1200 Science and Technology in Intelligence

*Discusses research and development activities on an Agency-wide basis. He also talks about advanced collection systems.*

Leslie Dirks  
Director, Office of Development and Engineering, DDS&T

1200-1300 LUNCH

25X1A

1300-1430 Research in Science and Technology

*A discussion of current activities and trends in scientific and technical research and their potential impact on intelligence production for the immediate future.*

ORD/DDS&T

1445-1600 ELINT Exploitation, Processing, and Application

*A discussion of the Agency's role in the national tasking for ELINT; responsibilities and activities of the Office of ELINT.*

25X1A  
Office of ELINT, DDS&T

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Friday, April 12

VISIT TO CENTRAL REFERENCE SERVICE

*This all day visit is designed to be a thorough introduction to the services available in CRS for analysts. The Director of CRS opens the program with an overview of the service. This is followed by tours and explanations of the library, Historical Intelligence Collection, area divisions, and the computer center. Additional time is spent familiarizing the class with the various document services, pictorial services, and the acquisition and dissemination process. A practical exercise involves each officer in the production of a biographic report.*

0900-0945	Overview	Harry Eisenbeiss Director, Central Reference Service
0945-1000	Area Division Briefings	
1000-1200	Biographic Intelligence Production Exercise	
1200-1300	LUNCH	
1300-1545	Tours in Document Services Group and the Historical Intelligence Collection	
	- Library	
	- Film and Pictorial Services	
	- Document Services	
	- Acquisition and Dissemination	
	- Summary Session (Question & Answer)	

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FIFTH WEEK

Monday, April 15

VISIT TO NATIONAL PHOTOGRAPHIC CENTER  
AND IMAGERY ANALYSIS SERVICE  
(Bus departs C of C Bldg.-0815)

0900-1030 Overview of Origin and Productivity of the NPIC Mr. John Hicks  
Director, NPIC

1030-1400 *Presentations by selected unit chiefs and imagery specialists on programs of NPIC; the work of the imagery analyst/interpreter collateral support; the interface between the Center and the production elements of the Intelligence Community and other consumers; projections into the near future; analyst to analyst discussions.* NPIC

1400-1600 Imagery Analysis Presentations and Tours IAS

*Distinctions between the work of NPIC and IAS; programs and productivity.*

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Tuesday, April 16

0900-1200 Analytical Exercise: Part I

25X1A

ICTP/FTD/OTR

*This is Part I of an exercise designed to give the officer practice in analytical processes and expression under guidance and critique of a professional in written communication.*

1200-1300 LUNCH

25X1A

1300-1350 USIB (SIGINT Committee)

CIA Representative  
SIGINT Committee

*This presentation is intended to summarize the SIGINT effort of the U.S. Intelligence Community and the work of the SIGINT Committee with special focus on CIA's role.*

25X1A

1410-1530 Agency SIGINT Operations

*An overview of the Agency's responsibilities in the SIGINT community by the director of this activity in the Operations Directorate.*

DDO

1530-1600 Administrative Time

Staff

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Wednesday, April 17

THE INTERCULTURAL AND PSYCHOLOGICAL  
DIMENSION OF INTELLIGENCE ANALYSIS

0830-1200

Part I 25X1A

25X1A

[REDACTED] begins a two-part presentation and seminar on the intercultural and psychological dimension in intelligence analysis. Through the use of guided readings, lecture/demonstrations, films, and discussion of case studies, this unit demonstrates why and how analysts need continually to re-examine the hidden assumptions upon which they tend unconsciously to base conclusions about foreign situations.

[REDACTED]  
Former Agency  
Officer

1200-1300

Lunch

25X1A

1300-1420

Part I (Contd.)

1440-1615

Origins of U.S. Central  
Intelligence

[REDACTED]  
Intelligence  
Institute/OTR

25X1A

[REDACTED] a specialist in historical research discusses the tap-roots of the U.S. concept for central intelligence, British and U.S. collaboration in intelligence during WW II, and the research methods he employed as he wrote an official history of the COI.

25X1A

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Thursday, April 18

THE ANALYST AT WORK

(Room 3E-61, Hqs.)

0900-1200

The Analyst at Work in Political Intelligence

- Overview of the Office of Political Research

- An Analysis of Political Indicators

- Other Topics

25X1A

OPR/DDI  
25X1A

OPR/DDI

TBA

1200-1300

LUNCH

25X1A

1300-1445

The Analyst at Work in Scientific Intelligence

*A Case Study in which an analyst working on the scientific and technical capabilities of the PRC describes his work including sources, tasking, methods, and production of finished intelligence.*

Intelligence  
Community Staff

1500-1600

25X1A

Office of Scientific  
Intelligence/DDS&T

25X1A

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Friday, April 19

0900-1200 Analytical Exercise Part II

25X1A

25X1A [REDACTED] concludes this  
two-part analytical exercise.

1200-1300 LUNCH

1300-1400 Communications Support to  
Collection, Processing and  
Analysis

25X1A

[REDACTED]  
Office of Communications

*Activities of the Agency are  
described by a senior official of  
this world-wide system.*

1415-1600 The National Intelligence Officer

25X1A

[REDACTED]  
NIO, Western Europe

*One of the senior intelligence  
specialists of the Intelligence  
Community describes his responsi-  
bilities and the outlook for his  
area as the National Intelligence  
officer for Western Europe.*

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SIXTH WEEK

Monday, April 22

0900-1200      The Analyst at Work in Economic Research

- The Office of Economic Research Overview

Maurice Ernst  
Director, Economic Research  
25X1A

- Intelligence for Energy Matters (Case Study)

OER

- Intelligence for Monetary Problems (Case Study)

TBA

*These discussions illustrate the type of finished intelligence production of OER.*

1200-1300      LUNCH

1300-1600      Basic and Geographic Intelligence

John K. King  
Director, OBG

*The Director of OBG discusses Geography as an Element of National Power, Geographic Research in CIA, and the role of Cartography in Analysis and Presentation of Intelligence.*

*Optional tours of the map-making facilities of the Cartographic Division and of the CIA Map Library are available to the IPC class on other dates.*

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Wednesday, April 24

The Analyst at Work in Weapons Intelligence 25X1A

0900-0920	<p>An Overview of the Office of Weapons Intelligence</p> <p><i>The analyst sees the all-source approach to analysis of foreign missile and space activity.</i></p>	<p>[REDACTED] Deputy Director, Office of Weapons Intelligence</p>
0930-1020	A Case Study of a Strategic Weapons System	TBA
1030-1130	A Case Study of a Defensive Weapons System	TBA
1130-1200	Tour of Current Intelligence Branch	
1200-1300	LUNCH	
1300-1600	<p>The Analyst at Work in Strategic Research</p> <p><i>An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence officers and others; case studies of selected research and reporting are discussed as to content and methodologies employed.</i></p>	<p>E. F. Knoche Director, Strategic Research</p>

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Thursday, April 25

0900-1020

The National Intelligence  
Officer

*The Assistant NIO for  
Strategic Programs discusses  
his responsibilities and  
activity.*

25X1A

Assistant National  
Intelligence Officer

1040-1200

The CIA Operations Center

*Guided tour and discussion  
period.*

25X1A

Chief, Operations  
Center 25X1A

Operations Center

1200-1300

LUNCH

25X1A

1300-1600

The Analyst at Work in  
Current Intelligence

*The Deputy Director of  
Current Intelligence and selected  
other analysts and program  
officers discuss analysis,  
interpretation, and presentation  
of current intelligence. They  
also identify sources of infor-  
mation and problems in assessment,  
discuss special methodologies, and  
the nature and scope of OCI support  
to the various consumers in the  
Agency, the Community, and at the  
policy levels.*

Deputy Director,  
Current Intelligence.

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Friday, April 26

0900-1200

The Analyst at Work in the  
Defense Intelligence Agency  
(Arlington Hall Station)

*A tour of selected production  
units within DIA to observe and  
discuss objectives, tasking,  
methods of research, productivity,  
and problem areas.*

1200-1300

LUNCH

1300-1530

Visit to the Pentagon

- National Military Command Center
- National Military Intelligence  
Center

*Guided tours of two of the major  
command centers of the Department  
of Defense to observe their activities  
and understand the nature and scope  
of CIA's involvement in their operations.*

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SEVENTH WEEK

Monday, April 29

0830-1020	Intelligence Analysis in Crisis Management	25X1A [REDACTED] IC Staff
	[REDACTED] discusses intelligence analysis in crisis management and describes new systems for alerting and warning.	25X1A
1040-1230	Office of Current Intelligence Summary Presentation	25X1A [REDACTED] OCI
	An overall look at OCI's intelligence support activities.	
1230-1330	LUNCH	
1330-	The National Security Council	TBA
	A presentation on the operations of the NSC under the present administration; the role of the NSC components and sub-groups; and the responsiveness of CIA to meet the intelligence needs for decisions at the various NSC levels.	

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Tuesday, April 30

PRESENTATION AND DISSEMINATION OF INTELLIGENCE

25X1A

0900-1200

Effective Communication  
(Presentation) of Finished  
Intelligence

  
Former Agency Official

25X1A

Guidelines for Oral  
Communication

*Opportunities for specific  
guidelines in oral presentation  
of intelligence including graphic  
aids for effective briefings.*

1200-1300

LUNCH

25X1A

1300-1410

Guidelines for Written  
Communication of Finished  
Intelligence

*Practical demonstrations and  
general guidelines.*

1420-1520

Reports of Individual Research  
Projects (First Session)

1520-1600

Course Review

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Wednesday, May 1

MANAGEMENT AND USES OF INTELLIGENCE

0900-1020	Intelligence in International Terrorism	TBA
	<i>Intelligence roles in support of the U.S. activities for counter-ing international terrorism.</i>	25X1A
1030-1200	Intelligence in Narcotics Control	
	<i>Role of intelligence analysis in the Agency's responsibilities in Narcotics Control.</i>	
1200-1300	LUNCH	
1300-1420	Agency Relations with Congress	TBA
	<i>A discussion by the Legislative Counsel with special focus on substantive briefings of Congress.</i>	
1430-1530	The Directorate of Intelligence	Edward Proctor Deputy Director for Intelligence
	<i>The Deputy Director describes the overall responsibilities and productivity of his Directorate in support of the DCI, the agencies and services of the USIB community, and the policy-making levels of government.</i>	

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Thursday, May 2

0900-1020 Reports on Individual Research  
Projects (Second Session)

*Class completes oral reports  
on individual research.*

25X1A

1030-1200 Managerial Factors in Intelligence

25X1A [REDACTED] discusses Management  
By Objectives; their nature and  
scope and relevance for intelligence  
analysis.

MAIP/OIR

1200-1300 LUNCH

25X1A

1300-1420 Management of Community Resources

*A discussion of selected  
aspects of resource management  
for U.S. foreign intelligence  
activities particularly the  
implications for intelligence  
analysis.*

Deputy Assistant  
to the DCI for the  
IC Staff

1430-1600 Intelligence Activities in A  
Democratic Society

*A senior Agency briefing  
officer discusses his views on  
the challenge of operating an  
effective U.S. intelligence  
system in a democratic society.*

25X1A

Intelligence  
Institute, OTR

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Friday, May 3

0900-0930	CTP Staff
0945-1030	TBA
1045-1130	Concluding Seminar

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